

New Jersey Public Broadcasting Authority
Meeting of the Board of Commissioners

March 26, 2010 - 3:00 p.m.
New Jersey Network
25 South Stockton Street
Trenton, New Jersey

MINUTES

Kent Manahan, Chair, Presiding
NJPBA Two Hundred Fiftieth Meeting

I. Call to Order, Open Public Meeting Notice, *Kent Manahan, Chair, NJPBA*

Kent Manahan, Chair, called the meeting to order. Ms. Manahan read the Open Public Meetings Act statement as follow: In accordance with the provisions of the Open Public Meetings Act of the State of New Jersey, notice of this meeting was filed with the Office of the Secretary of State, posted on the appropriate bulletin boards maintained for such purposes by the Authority, and distributed by press release to daily newspapers in New Jersey.

Ms. Manahan then requested a roll call. Commissioners present and participating at the meeting were Kent Manahan, Chair; Dr. Steven Fiske (via phone); Stephanie Hoopes Halpin; Andrea Cummis (via phone); Phyllis Salowe Kaye; Roger Jacobs (via phone); Marshall Jones (via phone); Ellen Karcher; Harlynn Lack, Department of Community Affairs (on behalf of Commissioner, Lori Grifa); Steve Petrecca, Assistant Treasurer, Department of the Treasury (on behalf of State Treasurer Andrew Sidamon-Eristoff); Paul Loriquet, Department of Law & Public Safety (on behalf of Attorney General, Paula Dow). Also participating were Kavin K. Mistry, Deputy Attorney General; Maura Tully, Assistant Counsel, Governor's Authority Unit; Howard Blumenthal, NJPBA Interim Executive Director; Janice Selinger, Acting Chief Operating Officer; Dean Paranicas, NJN Foundation; Scott McVay, NJN Foundation; Gwendolyn Harris, NJN Foundation. Several staff members: Judy Goetz (taking minutes), Beatrice Jones (via phone), Sam Braun, Ronnie Weyl, John Blair, Jill Hargrave, Michael Aron, Rick Williams, Bob Dorsey, Bob Szuter, Pat Scannella, Jeff Reisly, Grace Bethea, Steve Oleszek, Lynn Walker, Kathi Beck, Eileen Mastrogiovanni, John Barra, Nelson Lucero, Michael Mastandrea, Patty Mondelli, Eileen Gallagher, Eric Schultz, Pete Rooth, Sharon Wolf, Linda Long, Laurel Spira, Jill Kopen, Janet McGuire, Steve Stone, Ed Rodgers, Karyn Krein, Cindy Carpenter, Dave Preston, Matt McNamara and Joe Conlon.

Ms. Manahan welcomed former Senator Ellen Karcher to the NJPBA Board of Commissioners.

Michael Aron, Acting Director of News and Public Affairs, explained the activities of NJN News department. Bob Szuter, NJN producer, showed part of his documentary, *Morristown: Where America Survived*. Distributed nationally, this NJN documentary has

probably had over a million viewers. Ms. Manahan mentioned that *Another View* will air a live call-in program about the US Census. She also explained that *Another View* is the longest-running African American issue program on public television today.

I. APPROVAL OF MINUTES

Minutes: September 22, 2009 – Steve Petrecca made a motion to approve the minutes of the September 22, 2009 Board of Commissioners meeting. Harlynn Lack seconded the motion. The motion was approved unanimously.

Minutes: December 10, 2009 – Phyllis Salowe Kaye made a motion to approve the minutes of the December 10, 2009 Board of Commissioners meeting. Ellen Karcher seconded the motion. The motion was approved unanimously.

Minutes: January 26, 2010 – Steve Petrecca made a motion to approve the minutes of the January 26, 2010 Board of Commissioners meeting. Harlynn Lack seconded the motion. The motion was approved unanimously.

II. CHAIR’S REPORT, Kent Manahan

Ms. Manahan, Chair, publicly thanked the volunteer members of the Board for their hard work and dedication. Also, the Administration will continue to support NJN through the end of calendar 2010.

III. FINANCE REPORT, Stephanie Hoopes Halpin

Audit Report FY 09 – Ms. Hoopes Halpin reported on behalf of Mr. Kobler, Audit Committee Chair. The audit is complete, and will be submitted in accordance with CPB’s extended deadline. Hard work by finance department and auditors is appreciated. The Audit Committee recommends that the Board approve the FY 2009 Audit.

RESOLUTION OF THE NEW JERSEY PUBLIC BROADCASTING AUTHORITY APPROVING THE FISCAL YEAR 2009 AUDIT REPORT

WHEREAS, the New Jersey Public Broadcasting Authority (the “Authority”) was created pursuant to the New Jersey Public Broadcasting Authority Act of 1968, L. 1968, c. 405, as amended (N.J.S.A. 48:23-1 et seq.) (the “Act”);

WHEREAS, the Audit Committee established pursuant to Article V, Section 3 of the By-Laws and in accordance with the requirements of Executive Order No. 122 (McGreevey 2004) (“EO 122”) has reviewed the Independent Auditor Reports from the firm of Mercadien, P.C., the Independent Auditor to the Authority, for Fiscal Year 2009 (“Fiscal Year 2009 Audit Report”); and

WHEREAS, the Audit Committee recommends adoption and approval of the Fiscal Year 2009 Audit Report to the Commissioners of the Authority; and

WHEREAS, the Commissioners of the Authority desire to adopt and approve the Fiscal Year 2009 Audit Report.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE NEW JERSEY PUBLIC BROADCASTING AUTHORITY AS FOLLOWS:

1. The Commissioners of the Authority hereby adopt and approve the Fiscal Year 2009 Audit Report from the firm of Mercadien, P.C., Independent Auditor to the Authority, for the Fiscal Year 2009.
2. This resolution shall take effect immediately in accordance with the Act.

Dr. Fiske made a motion to approve the Resolution Approving the NJPBA Fiscal Year 2009 Audit Report. Mr. Petrecca seconded the motion and the motion was approved by the Commissioners unanimously.

Budget Report FY 10 - Ms. Hoopes Halpin stated that the Financial Statements for FY 2010 were distributed, and commented that the budget is "very tight."

Projections FY 11 - Mr. Blumenthal stated that based on current planning assumptions, mostly based upon State personnel expenses, NJN cannot deliver a balanced budget for Fiscal Year 2011. Based upon current information, NJN will begin Fiscal 2011 with an unacceptable \$7.25 million budget deficit. Ms. Hoopes Halpin explained that the current operation cannot continue, and that NJN must change in order to balance its budget .

General Ledger Update - Ms. Hoopes Halpin stated that the audit process is complicated without a General Ledger system. Both the Finance Committee and the Audit Committee have recommended acquiring a GL, and a timeline has been prepared and reviewed. Mr. Petrecca confirmed that a member of Treasury staff may be available to assist in preparation of financial statements, and audit issues. Ms. Hoopes Halpin thanked Mr. Petrecca for his assistance.

Contractual Commitments through 2010 – 2011 – Mr. Blumenthal explained that, given NJN's inability to provide a balanced budget, he has instructed Ms. Selinger to prepare a comprehensive report of all commitments through FY 2010 and beyond. He explained that this procedure is typical for a company that is winding down. Ms. Selinger explained that many of NJN's contracts expire at the end of the fiscal year. NJN is prepared to notify vendors and others under contract of NJN's wind-down, if necessary. Ms. Hoopes Halpin stated that this is the responsible procedure to follow.

IV. INTERIM EXECUTIVE DIRECTOR'S REPORT, *Howard Blumenthal*

Mr. Blumenthal thanked Michael Aron and Bob Szuter for their fine work with hope for continuation of such efforts in the future.

Mission Statement

Mr. Blumenthal then explained the requirements associated with NJN operations, as they might apply to the writing of a mission statement. NJN is required to comply with four sets of standards and rules: FCC; NJ State law; CPB; and PBS.

FCC Requirements - “Primarily to serve the educational needs of the community; for the advancement of educational programs; and to furnish a nonprofit and noncommercial television broadcast service.”

CPB Requirements – “...use of such media for instructional, education, and cultural purposes. It uses words such as freedom, imagination, diversity and excellence. It encourages utilizing electronic media to solve local problems through community programs of high quality, diversity, creativity, excellence and innovation.

PBS Requirements – Nonsectarian, nonpolitical, noncommercial. This comes from the Public Broadcasting Act of 1967.

NJN Legislation refers to production of community affairs, education, cultural and instructional information to the public at large within the State. Programs shall be presented with balance, fairness and equity and assume responsibility for diversity, quality and excellence of programming.

Mr. Blumenthal has collected necessary information for a mission statement, and will gather additional information as required. Ms. Manahan explained that NJN's mission statement is old, in need of both revision and official Board confirmation. The Board has asked Ms. Salowe Kaye to oversee the new mission statement on behalf of the Board. This mission statement will be presented to the Board for approval.

Communications and Best Practices

Mr. Blumenthal explained that NJN is experiencing a period of rapid change. NJN's industry has changed, and public media is changing as well. CPB may revise its funding formula, and this may affect NJN in the future. The FCC may eliminate about half of the television channels as a result of the broadband plans. And the State of NJ may change NJN's status.

Mr. Blumenthal reviewed best practices in a time of change: Keeping staff and stakeholders informed; respecting the chain of command; keeping everyone current; keeping explanations simple and straightforward; communicating clear and consistent message points. He further suggested that all stakeholders pay attention, raise issues clearly, keep things moving, remain involved and engaged, follow protocol, present a unified front and a clear and direct strategy, minimize drama and distraction, and stay focused. He explained that some of this information was previously presented to the Board for review and discussion.

Ms. Salowe Kaye expressed a contrary view: that these are not best practices for NJN. She explained that she would not follow these practices.

Again based upon best practices, Mr. Blumenthal recommended various ways in which staff and boards should communicate during times of change.

Ms. Hoopes Halpin explained the roles of staff and Board, and suggested that communications channels be limited, that multiple feedback loops and backchannels are often problematic. Mr. Jacobs explained that NJN has a professional leader (Mr. Blumenthal) engaged to run the NJN organization, and reminded the Board of its role and fiduciary responsibility. Dr. Fiske explained that the PBA Board is comprised of volunteers with fiduciary responsibility to the Authority. Dr. Fiske further explained that he had read certain excerpts from the staff's web-based collaborative Basecamp site, provided by several unhappy staff members. He explained that the NJPBA Board is experiencing “angst” but must balance the budget as required by law.

Ms. Salowe Kaye asked about the cancellation and rescheduling of a joint meeting between the NJPBA and Foundation Boards, and also suggested that the Staff should have a means to discuss matters directly with Board members. Ms. Manahan, Chair, suggested that an ad hoc committee be formed to explore best practices.

Operating Plan

Mr. Blumenthal explained that the current draft of the Operating Plan is about 150 pages. It was developed by dozens of staff members. The purpose of this plan is to provide NJN with a sustainable, powerful future. Gradually, copies are being distributed—as comments are received, the plan is revised. Fundamentals of the Plan:

- The finest local public media organization in the USA.
- Access to NJN through multiple platforms, including television, statewide radio, web, mobile devices and live events.
- Diverse and multicultural.
- A significant role as a player in national public media, as a producer, distributor and constant innovator.
- A sustainable economic model with a clear, achievable growth trajectory.
- Best-in-class fund-raising and development activities.
- Secure employment for a highly capable staff-with fair salaries and benefits.
- Extraordinary efficiency. This will be implemented with a new project management group that will manage every resource that we have.
- Extraordinary output. We will have the tools to do this.
- Organizational structure based on workgroups. Most decisions made at the workgroup level.
- A culture based upon weekly deliverables.
- A high level of community engagement for most projects.
- Best-in-class journalism in service of the entire NJ community.
- Many partnerships.

Mr. Blumenthal stated that order to fulfill this ambitious agenda:

- NJN must assume NJN is a completely new organization.
- Update or replace legacy systems, structures and commitments.
- Move into a leadership role in defining American public media.
- Focus on the entire NJ population, not the small audience that typically watches public television.
- Stop pursuing one-off projects; focus on the bigger pictures, on projects that build a very powerful brand.
- Make great decisions based upon a coherent strategy, the best available research, and the creative judgment of a top-notch professional staff.
- Stop thinking in terms of traditional television.

He explained the new organization in terms of functional workgroups:

- Project development
- Project management
- Brand and marketing management
- Community engagement
- Revenue

- Technology Management
- Technology Innovation
- Distribution (for all platforms, not just TV)
- Education
- Production Workgroups, including News

After discussions about an executive summary, and confirmation of the Plan's emphasis on NJ-centric projects, news, and public affairs, as well as the relationship between the Plan and NJN's mission, the Board agreed to read the entire plan.

Ms. Hoopes Halpin suggested a motion regarding the fundamental recommendations of the Board for the NJN Operational Plan.

1. The PBA Board supports an operational plan that complies with CPB, PBS, FCC regulations as well as New Jersey legislation (our NJN enabling legislation).
2. The plan ensures financial viability for NJN in the future.
3. Ensures that the programming is New Jersey focused, news, public affairs, education.
4. Incorporate new technologies both to produce and to connect with New Jersey citizens.
5. Fair to our current workforce.

Dr. Fiske seconded the motion. After some discussion, it was decided that this should involve more time and review. Dr. Fiske recommended that the Board members read the full plan.

Mr. Jacobs made a motion to table the motion regarding the fundamental recommendations of the Board for the NJN Operational Plan. Ms. Hoopes Halpin stated that her concern is that the operational plan would move on without the Board's input. Mr. Petrecca seconded the new motion. He felt that the Board recommendations should be written down and not crafted at the table. Ms. Hoopes Halpin agreed to draft recommendations for Board review. The motion to table the motion was passed by the Board of Commissioners unanimously.

Mr. Kavin Mistry stated that in order for an Operational Plan to become NJPBA policy, it would need the Board's approval.

Deals (EBS)

Ms. Selinger stated that the EBS deal has been fully executed, awaiting FCC approval prior to release of funds. Two additional licenses will be placed on RFP; progress report to follow at next Board meeting.

Bernardsville Radio

Mr. Blumenthal stated that currently NJN radio covers about 20% of the state. The most efficient approach would be one or two frequencies to cover the entire state, and this path is being pursued. The current, inferior, but more easily achieved plan involves multiple small stations throughout NJ—a plan that is flawed because 50% of radio listening occurs in cars. One such small station site, for which NJN has been granted an FCC construction permit, is in Bernardsville. A water tower site in Bernardsville is now

unavailable. More site surveys have been initiated; these are funded (75%) by an NTIA grant (NJN pays the remaining 25% of survey expenses).

Ms. Hoopes Halpin requested a radio strategy prior to further expansion and before additional funds are expended. Mr. Blumenthal stated that in order to have a proper relationship with the people of New Jersey, NJN should offer a robust radio offering. He has begun work with NPR to create a differentiated radio service that may somewhat younger, fresher, with a mix of music, news and information. NPR will work closely with NJN to develop this strategy—including the necessary distribution.

Press Release

Ms. Ronnie Weyl, Acting Chief Operating Officer, NJN Foundation, explained that NJN staff worked with the Governor's Office and both Board Chairs to draft the press release. Ms. Weyl stated that it was important to put out a public statement because funders must be kept informed about the status of NJN. She emphasized the importance of a clear, strong message that NJN and the Administration are working together for the future of NJN.

Various parties expressed opinions. Ms. Salowe Kaye encouraged the Board not to "give up" and to explore solutions other than the Governor's proposal, but subsequently expressed comfort with the release as written. Mr. Jacobs felt the release was based upon assumptions, which do not make for a press release. Mr. Mistry explained that a change from State entity to independent organization would require legislative action. Mr. Blumenthal reiterated Ms. Weyl's opinion: that NJN's joint release with the Governor's office demonstrated that the parties are working together for the future of NJN.

II. RESOLUTION COMMENDING ROBERT SMARTT FOR HIS DEDICATION TO THE NEW JERSEY PUBLIC BROADCASTING AUTHORITY

RESOLUTION COMMENDING ROBERT L. SMARTT FOR HIS DEDICATION TO THE NEW JERSEY PUBLIC BROADCASTING AUTHORITY

WHEREAS, the New Jersey Public Broadcasting Authority (the "Authority") was created pursuant to the New Jersey Public Broadcasting Authority Act of 1968, L. 1968, c. 405, as amended (N.J.S.A. 48:23-1 et seq.)(the "Act");

WHEREAS, the Commissioners of the Authority commend Robert L. Smartt for his dedication to the New Jersey Public Broadcasting Authority and to NJN Public Television as the State Treasurer designee to the Board of Commissioners of the Authority for many years. In addition, Mr. Smartt was a tremendous resource to NJN's current and past Executive Directors in the understanding of the intricacies of the State budget process and board activities. Mr. Smartt has consistently been informed of and attended many NJN functions, paying his own way, to assure that members of the Board of Commissioners of the Authority were in attendance.

WE, THEREFORE, RESOLVE, on this twenty-sixth day of March, two thousand ten, to commend Robert L. Smartt for his many years of dedicated service to the New Jersey Public Broadcasting Authority and to NJN Public Television and Radio.

Ms. Salowe Kaye made a motion to approve the resolution. Dr. Fiske seconded the motion. Ms. Hoopes Halpin suggested that a comma be placed in the resolution. The motion was unanimously approved by the Commissioners.

III. RESOLUTION APPOINTING ROBERT SMARTT A TRUSTEE TO THE FOUNDATION FOR NEW JERSEY PUBLIC BROADCASTING

RESOLUTION APPOINTING ROBERT SMARTT A TRUSTEE TO THE FOUNDATION FOR NEW JERSEY PUBLIC BROADCASTING

WHEREAS, the New Jersey Public Broadcasting Authority (the "Authority") was created pursuant to the New Jersey Public Broadcasting Authority Act of 1968, L. 1968, c. 405, as amended (N.J.S.A. 48:23-1 et seq.) (the "Act");

WHEREAS, N.J.S.A. 48:23-14, the Commissioners of the Authority shall select a majority of the Board of Trustees of the Foundation for New Jersey Public Broadcasting (the "NJN Foundation");

WHEREAS, the Commissioners of the Authority wish to appoint Robert Smartt to the Board of Trustees of the NJN Foundation for a three year term ending in 2013.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE NEW JERSEY PUBLIC BROADCASTING AUTHORITY AS FOLLOWS:

1. The Commissioners of the Authority hereby appoint Robert Smartt to the Board of Trustees of the Foundation for New Jersey Public Broadcasting (the "NJN Foundation") to serve a three year term ending in 2013. Mr. Smartt will serve on the Board of Trustees for the NJN Foundation until his successor is duly appointed and qualified.
2. This resolution shall take effect immediately in accordance with the Act.

Ms. Salowe Kaye made a motion to approve the Resolution Appointing Robert Smartt a Trustee to the Foundation for New Jersey Public Broadcasting. Ms. Cummis seconded the motion. The motion was approved unanimously by the Commissioners.

Presentation by Foundation Regarding NJN Revenues

Ms. Weyl explained the Foundation revenue goals, and the variety of revenue streams required to meet those goals.

In an abbreviated presentation (due to time spent on other topics), Ms. Weyl explained, for example, that the FY2010 goal for corporate underwriting is \$1.9 million.

She also explained that the goal for individual members is \$2.1 million, the result of on-air pledges, renewal campaigns, and mailings. Mr. Blumenthal stated that NJN severely underperforms in membership renewals—mostly due to the lack of original NJ programming (he referred to the Operating Plan, which contemplates a large amount of

original NJ programming in order to differentiate NJN from other public television, and in so doing, dramatically increase revenue associated with retention—he further explained that first-year members are a break-even proposition and that the renewal revenue is essential to NJN's success. In comparison with other stations, NJN under-performs by about 50%--the result of minimal non-news original programming. (Apparently, news and public affairs does not much impact renewals.)

Ms. Manahan referenced a recent study that connects local public television revenue with local original production. Mr. Blumenthal reiterated that original local production is the essence of the new Operating Plan.

Ms. Weyl explained the basics of a new major gifts initiative, as well as new efforts in planned giving and charitable gift giving. Grants remain an active area as well, one in which greater opportunity exists due to the work done on the Operating Plan.

A brief discussion about the dollars raised by the Foundation followed. In FY2010, the Foundation will raise about \$6.4 million dollars.

IV. PUBLIC COMMENT

Regarding the new Operating Plan, Michael Aron asked about the funding of more original productions, and the possibility of reducing news coverage in order to fund these productions. Mr. Blumenthal responded that this would be done through a combination of working differently (he reminded everyone that NJN produces its programs in an old-fashioned, very expensive manner), new fund-raising, and optimal allocation of resources. In subsequent conversations, Mr. Blumenthal pointed out that the half-hour daily news program should not require a full day's technical crew with no other regular assignments.

Regarding the press release, Grace Bethea expressed concern about "going private". She felt that this approach would be a disservice to New Jersey residents who would like NJN to remain a public entity. Ms. Hoopes-Halpin asked whether a community licensee with a New Jersey focus would satisfy Ms. Bethea's concern. Ms. Bethea responded that the State should either keep the license or put NJN up for sale. Mr. Blumenthal explained that a new nonprofit would be a public entity, and pointed out that any independent organization operating a public television station would be, by definition, a 501(c)(3) non-profit for the public good operating with a community noncommercial educational license. Ms. Bethea explained that taxpayer funds were used to fund NJN, and that the State should retain the licenses.

Mary Kate Maloney stated that she doesn't see \$6 million to \$8 million coming in before July 1, and asked about layoffs for non-union staff. Ms. Manahan said she does not have answers and that there is a plan in the making with no specific details.

Mary Kate Maloney expressed concern about the lack of focus on present-day operations, and the extreme focus on the new Operating Plan. She explained that, currently, studios are dark more for four days each week, that field crews are often idle, and that the plant should be busier. Mr. Blumenthal explained that the reason for the Operating Plan was to make good use of all available resources, and that the current system makes use of fragmented resources difficult if not impossible. He agreed that studios, for example, are under-utilized, and explained that an appropriate creative development process would be required to activate the studios. He further explained

that, for the vast majority of each work day, the crew can't be used for full-scale productions because people must be available for news for a substantial portion of each work day. He reiterated the importance of reconfigure everything NJN does in order to make good use of our resources—and that this was central to the new Operating Plan. He explained that the current system wastes an enormous amount of money. He further explained that studio production is no longer as popular as it once was, and that current way of producing television emphasizes low-cost, high-output field production. NJN must build this capability, again a core component of the Operating Plan.

In response to Ms. Manahan's question about whether the next few months would continue in idle mode, Mr. Blumenthal stated that as soon as we can change the whole system, our output increases, and our likelihood of success increases. The new approach outlined in the Plan allows NJN to stop spending millions of dollars a year on unproductive expenses. He encouraged everyone to activate the Operating Plan as soon as possible so that NJN could stop "bleeding money." Ms. Maloney stated that the facilities are here and the people are here now, we should be doing production now. Mr. Blumenthal explained that good productions require creative development, and systems that allow for the production of valuable series, not less valuable specials.

Bob Szuter, producer, stated that the connotation that non-news production is expensive is based on internal policy because of the way the cost is set up to make revenues. This has caused the amount of production we do to shrink. This is not going to change with some new gear and a small staff.

Ms. Selinger stated that NJN does "great projects" like the *Morristown: Where America Survived* for a lot less than some of the national programs she recently judged in a competition. She explained that NJN turns out wonderful documentaries.

Laurel Spira stated that the staff is very proud of what we do and we are doing it with the technology that we have because we have not been able to upgrade. We should be able to maintain our pride and not sacrifice the quality when we consider new changes in doing things. She was surprised that the entire Board has not been involved in the new Operational Plan. She thought it would be sad if we didn't lobby for more money to continue what we do.

Grace Bethea stated that before we decide to change the format of NJN turn your dials and check out channels like MiND TV and then decide if you want to go in that direction or stay the way NJN is now.

Mr. Loriquet stated that in his 26 years in government communications NJN has been professional partners along the way, always producing top quality programs. The State is now pulling away, because of the crisis, it has no choice and it is kind of sad. Why didn't NJN try new innovative programming that Mr. Blumenthal is suggesting—why didn't this happen over the past few years. Is the staff happy with NJN programming as it is today?

Mr. Aron said we have worked so hard at what we do, tightening the belt every year, there hasn't been a lot of time to think of what else we in News could do. We are all for more--if we don't throw out the baby with the bath water.

Ms. Manahan stated that NJN has not put an emphasis on new programming for many, many years. It was unfortunate. Ms. Selinger stated that the directive was that if you wanted to do any production, you had to have full funding.

Mr. Blumenthal stated that it is difficult for him to understand how NJN spent \$30 million a year with very little original programming. There are 150 people on staff. This is one of the largest public television stations in the country. MIND TV has 14 people and much more output. Ms. Manahan said that is not the direction NJN is going in. Mr. Blumenthal said not in quality, but in quantity and output.

Ms. McGuire stated that we have people and resources and we have not had leadership in a very long time and it's great that there is enthusiasm here to do more and for months we have been saying that we want to do more and we are not being used.

Mr. Blumenthal said the point has been taken.

Ms. Salowe Kaye stated that NJN has studios and staff to do more. News 12 does a lot of public affairs programming but they do not have the quality.

Mr. Blumenthal stated that project development for television needs to be a focused professional effort resulting in a high quality television series. It's not just shooting it, it is also about developing it and making sure the program is properly put together. Production people NJN has, project development people we don't have. It is a different skill. He is focusing on a plan to correct this. We want to start making pilots.

Mr. Aron asked that if *NJ Notables* wasn't good enough, how are you going to create 16 or so new programs that are better. Mr. Blumenthal said by developing and producing with modern, updated techniques with the right people assigned to the right tasks with the right resources. There has to be audience research and looking at what the production actually requires.

Ms. Manahan said that she is hearing staff say that there is a lot of down time here and the Board would like to know more about how that can change. Mr. Blumenthal said that the Operation Plan lays this out.

Ms. Hoopes Halpin asked if we could do more of the current programs that are already developed, like *Due Process*, *State of the Arts*. Mr. Blumenthal stated that we would have to pull the people away from project development.

Ms. Hargrave stated that *State of the Arts* can only do five programs a year because that is what they are funded for through a grant. They used to do a lot more.

Mr. Reisly asked Mr. Blumenthal to look into working with what he has.

V. ADJOURNMENT

Ms. Hoopes Halpin made a motion to adjourn the meeting at 5:55 PM. Mr. Lack seconded the motion. The motion to adjourn was approved unanimously.